INSTRUCTIONS

FY 77 PERSONNEL DEVELOPMENT PROGRAM

The Personnel Development Program is a major element of senior management's responsibility for planning executive progression, e.g., for the development of executive personnel and for successful executive assignment. It is the Agency's implementation of the Federal Executive Development Program which by Executive Order has been instituted in all Government agencies. The President's interest in and concern with this aspect of personnel management in the Federal Sector is evidenced by the continuing memoranda issued by him on the subject and the requirement for an annual report to OMB on the status of the program in the individual agencies. It is in the interest of effective Agency management that the plans programmed in the PDP be fully developed and implemented, and that they not become paper exercises. How well this responsibility is fulfilled will be reflected in the quality of management in the years to come.

Part I of the PDP is a dynamic tool which structures the advance planning of executive level assignments and requires the full attention of senior management officials. It is not a static planning device; it must be updated or amended as assignments develop, as situations and personnel change, and whenever individual careers take new directions. The PDP should not be allowed to become outdated or reflect outmoded plans. When properly managed in this way, the submission of the report by the due date then only requires a statistical update.

The PDP reports should also reflect the results of each Deputy Director's annual review of his mid and senior level personnel. Not every executive level candidate will realize the full potential seen in him at a more junior grade, and some officers will mature at a later period in their careers with performances meriting consideration for senior level assignments. The annual personnel reviews should insure the Executive Developmental Rosters are modified to show these developments and that selection lists do not become stagnant on the basis of long past performances. The estimate of an individual's potential as evidenced by current performance is at least as valid as are forecasts based on earlier evaluations.

There is no requirement that the developmental program cite specific future assignments for every junior officer on the Developmental Roster. Some Offices may be able to identify definite positions for an individual;

others may wish to indicate the assignments in general terms such as
Branch Chief, Branch Chief of a small branch, Deputy Chief of a large
branch, assignments within a Career Service Subgroup, intra or inter
Career Service, at Headquarters or overseas locations. The purpose
in identifying the developmental positions, or the level of the
position, is to focus attention on the scope of the proposed assign-
ment, the training required, and to insure that the individual concerned
is given the opportunity for broader experiences. The position should
be selected to develop and utilize new management or operational skills,
to expand horizons and to stretch the capacities of the assignee.
Where there is no change in the level of responsibility, the duties of
the proposed position should offer new challenges in a different area
of responsibility. Training courses for those on the Executive
Developmental Roster should be selected with the same ends in view,
i.e., development and expansion of the individual's abilities and
talents. A position or training which offers neither challenges nor
opportunity to grow does not qualify as developmental.

The objectives and report formats of the FY 77 PDP have not changed
significantly from past years. Some chart titles have been slightly
reworded to provide a clearer definition between the Executive List and
the Executive Developmental Roster. The Executive List consists of
available GS-15 - GS-17 and SPS officers who are currently qualified,
without further developmental assignments or training, to fill anti-
cipated executive vacancies. The Executive List will be reflected on
Charts IV and VII. The Executive Developmental Roster consists of
GS-13 - GS-15 officers who have been identified as having the potential
to be developed for an eventual assignment to an executive position.
These officers are reported on Charts II, III, VI, and VIII.

In past years there has been some question as to what constitutes
"Implementation of Plans" on Chart II. The following examples are
given to help clarify this question.

     a.   John Doe is a GS-14 on the Executive Developmental
Roster as of 1 July 1975 and scheduled to be placed in a developmental
assignment during the fiscal year. The fact that he was on the
"Roster" as of 1 July 1975 qualifies him to be represented on the
"FY 76 Goals" line. If the proposed assignment is actually made and
Mr. Doe is assigned to a developmental assignment then he will also
appear on the "FY 76 Implementation of Plans" line. If he is not
assigned to any position or training designated for his development,
then he would not appear on the "Implementation of Plans" line. The
fact that developmental training or assignment has been delayed does
not mean Mr. Doe has been dropped from the "Roster."

     b.   John Doe is a GS-14 on the Executive Developmental
Roster as of 1 July 1975 and was at that time and continued to be
assigned to a position which had been designated as part of his
development need. In this case Mr. Doe would appear on both lines in
question, i.e., "FY 76 Goals" and "FY 76 Implementation of Plans."

Chart VI asks for a statistical report of the training course or training assignment of the PDP Roster and an itemized list of the courses and number of officers to be enrolled in each by the fiscal year. These listings should be in close accord with your yearly training requirement submissions to the Office of Training. The OTR Catalogue should be used as the basis for the course selection. However, components having a need for training or courses not listed in the Catalogue should describe the requirement in general terms. The training goals reflected in the PDP and APP are forwarded to the Office of Training for review and consideration, and new requirements are of interest to the OTR Plans Staff.

The FY 77 PDP Part I is being distributed in advance of the Annual Personnel Plan and is scheduled to be completed in sufficient time to permit the data developed to be used in completing the APP reports. The consolidated PDP reports are due, in duplicate, to the Director of Personnel no later than 1 September 1976. The Executive List and the Executive Developmental Roster are to be retained at the Career Service level for the Deputy Director's discussion at the DCI level.

The Developmental Profiles, Part II of the PDP, have been published and appear to be well thought out and developed; they have the potential of becoming a very significant tool in the personnel management process. There has been insufficient time since their publication, however, to evaluate their effectiveness, and for this reason a report on Part II of the PDP will not be included with the FY 77 PDP submissions to the Director of Personnel. Because the Profiles are designed for use by all Agency employees, counselors, panels, etc., their evaluation must be done at the Career Service and Career Subgroup levels. By mid January 1977 the Career Services and Career Subgroups will be asked for an evaluation of the Profiles. The evaluation will probably include questions such as the following:

a. Have all employees seen pertinent Profiles?

b. Are counselors aware of their responsibility for using the Profiles?

c. How do the employees feel regarding the applicability of the Profiles to their own needs?

d. Are training lists being followed?

e. Do you see need for revisions?

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f. Does your experience provide any new insights or proposals for a different approach to the Profile system?

g. Have the Profiles aided in identifying related career tracks in your Service?

Questions regarding the completion of the FY 77 PDP should be directed to the Personnel Offices at the Career Service level.

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